Index to Volume 15

1 is the Winter 1995/96 issue
2 is the Spring 1996 issue
3 is the Summer 1996 issue
4 is the Autumn 1996 issue

AUTHORS

Allison, Jack Harl, and Byron, Mary Ann. Aligning Quality Improvement with Strategic Goals at ANA Hotel San Francisco, No. 2, 89–100

Anschutz, Eric E. TQM—The Public Sector Challenge, No. 1, 1–6

Bechtell, Michele L. Navigating Organizational Waters with Hoshin Planning, No. 2, 23–42

Benabou, Charles. Assessing the Impact of Training Programs on the Bottom Line, No. 3, 91–100

Berman, Steven, and Mathis, Kathleen. "Winning Together" at AlliedSignal, No. 2, 81–88

Bohlander, George W., and McCarthy, Kathy. How To Get the Most from Team Training, No. 4, 25–35

Buckles, Richard J. Profiting from Customer-Driven Quality at Amoco Corporation, No. 1, 63–78

Bulger, Stanley L. Performance Management: The Foundation for a High-Performance Organization, No. 1, 101–110

Burke, W. Warner, and Trahant, Bill. Creating a Change Reaction: How Understanding Organizational Dynamics Can Ease Reengineering, No. 4, 37–46

Bushnell, David S., and Cross, William S. Government Savings through Partnering: A Federal Lands Highway Initiative, No. 1, 41–50

Byron, Mary Ann, and Allison, Jack Harl. Aligning Quality Improvement with Strategic Goals at ANA Hotel San Francisco, No. 2, 89–100

Carlberg, Douglas F. The Evolution of a World-Class Factory at Harris Farinon, No. 4, 77–84

Carroll, Bob. The Power of Empowered Teams, No. 4, 85–92

Crom, Steven E., and Lemons, Susan. Reengineering: Starting with a Dirty Sheet of Paper, No. 1, 15–26

Cross, William S., and Bushnell, David S. Government Savings through Partnering: A Federal Lands Highway Initiative, No. 1, 41–50

Davis, Robert A., Fast, Larry E., and Vokurka, Robert T. Improving Manufacturing Performance Through Scrap Reduction at Belden Wire and Cable Company, No. 4, 47–55

Fast, Larry E., Vokurka, Robert T., and Davis, Robert A. Improving Manufacturing Performance Through Scrap Reduction at Belden Wire and Cable Company, No. 4, 47–55

Finley, Nancy, and Zueck, Paul. Teamwork Enhances Customer Satisfaction and Manufacturing Capa-

bility at Kent-Moore, No. 2, 101–106

Fisch, Mark, Marcum, James W., and Green, Rachel. Books and Articles in Brief, No. 1, 119–132

Fite, Darrell, and Lin, Binshan. Managing a Sea of Quality Information at Ark-La-Tex Aquatics, No. 1, 79–86

Green, Rachael, Shaefer, Thomas E., Withen, Patrick W., and Marcum, James W. Books and Articles in Brief, No. 4, 115–124

Green, Rachael, Withen, Patrick W., and Marcum, James W. Books and Articles in Brief, No. 2, 113–125

Green, Rachael, Withen, Patrick W., Wilcox, Don C., and Marcum, James W. Books and Articles in Brief, No. 3, 125–136

Green, Rachel, Fisch, Mark, and Marcum, James W. Books and Articles in Brief, No. 1, 119–132

Halachmi, Arie. Business Process Reengineering in the Public Sector: Trying To Get Another Frog To Fly?, No. 3, 9–18

Halachmi, Arie. The Pros and Cons of Participating in a Quality Award Program, No. 1, 87–100

Henning, Kathleen A. Facing Reality in Virtual Factory, No. 4, 7–14

Hitchner, Earle. The Downside of Downsizing, No. 1, 111–118

Hitchner, Earle. Loyalists, Unite!, No. 3, 117–124

Hitchner, Earle. Putting Process First, No. 4, 107–113

Hitchner, Earle. What's in a Name? Everything, No. 2, 107–112

Horney, Nicholas F., and Koonce, Richard. Using Competency Alignment To Shape, Drive, and Sustain Change Efforts, No. 3, 41–54

Hubiak, William A., and O'Donnell, Susan Jones. Do Americans Have Their Minds Set Against TQM?, No. 3, 19–32

Kane, Michael E., and Sunderland, Frank O. Measuring Productivity on a Value Basis, No. 4, 57–76

Kaplan, Craig. Technology To Ease Team-Based Quality Assessments, No. 3, 65–82

Kappelman, Leon A., von Dran, Gisela M., and Prybutok, Victor R. Arizona State University's Lesson in Creating Public-Sector Change Agents, No. 2, 17–22

Kidder, Pamela J., and Ryan, Bobbie. How the Deming Philosophy Transformed the Department of the Navy, No. 3, 55–64

Koonce, Richard, and Horney, Nicholas F. Using Competency Alignment To Shape, Drive, and Sustain Change Efforts, No. 3, 41–54

Lemons, Susan, and Crom, Steven E. Reengineering: Starting with a Dirty Sheet of Paper, No. 1, 15–26

Lin, Binshan, and Fite, Darrell. Managing a Sea of Quality Information at Ark-La-Tex Aquatics, No. 1, 79–86

McCarthy, Kathy, and Bohlander, George W. How To Get the Most from Team Training, No. 4, 25–35

Mandrish, Elaine M., and Schaffer, Robert H. Putting the Engine into Reengineering, No. 2, 7–16

Marcum, James W., Green, Rachael, and Withen, Patrick W. Books and Articles in Brief, No. 2, 113–125

Marcum, James W., Green, Rachael, Shaefer, Thomas E., and Withen, Patrick W. Books and Articles in Brief, No. 4, 115–124

Marcum, James W., Green, Rachael, Withen, Patrick W., and Wilcox, Don C. Books and Articles in Brief, No. 3, 125–136

Marcum, James W. Green, Rachel, and Fisch, Mark. Books and Articles in Brief, No. 1, 119–132

Martin, Stephanie. The Role of Nonverbal Communications in Quality Improvement, No. 1, 27–40

Mathis, Kathleen, and Berman, Steven. "Winning Together" at AlliedSignal, No. 2, 81–88

Molloy, Kathleen, Pellegrino, James, and Recardo, Ronald J. How the Learning Organization Manages Change, No. 1, 7–14

Mooney, Marta. Deming's Real Legacy: An Easier Way To Manage Knowledge, No. 3, 1–8

O'Donnell, Susan Jones, and Hubiak, William A. Do Americans Have Their Minds Set Against TQM?, No. 3, 19–32

O'Leary, Laurie P. Do You Really Need a Team?, No. 4, 1–5

O'Leary, Laurie P. Curing the Monday Blues: A U.S. Navy Guide for Structuring Cross-Functional Teams, No. 2, 43–52

Parker, T. Wood. Real-World Reengineering: Supporting Organizational Change at Premier Bank, No. 2, 67–80

Pellegrino, James, Recardo, Ronald J., and Molloy, Kathleen. How the Learning Organization Manages Change, No. 1, 7–14

Prybutok, Victor R., Kappelman, Leon A., and von Dran, Gisela M. Arizona State University's Lesson in Creating Public-Sector Change Agents, No. 2, 17–22

Rayner, Steven R. Team Traps: What They Are, How To Avoid Them, No. 3, 101–116

Recardo, Ronald J., Molloy, Kathleen, and Pellegrino, James. How the Learning Organization Manages Change, No. 1, 7–14

Riddle, J. Ernie. Reengineering Ryder To Meet Rising Customer Expectations, No. 1, 51–62

Ryan, Bobbie, and Kidder, Pamela J. How the Deming Philosophy Transformed the Department of the Navy, No. 3, 55–64

Schaffer, Robert H., and Mandrish, Elaine M. Putting the Engine into Reengineering, No. 2, 7–16

Shaefer, Thomas E., Withen, Patrick W., Marcum, James W., and Green, Rachael. Books and Articles in Brief, No. 4, 115–124

Sowder, Jules. The 100% Satisfaction Guarantee: Ensuring Quality at Hampton Inn, No. 2, 53–66

Stein, Martin M. Using Adaptive Engineering To Implement Breakthrough Strategies, No. 4, 15–24

Stewart, Robert. A Prescription for Enhancing Productivity at Bristol-Myers Squibb, No. 3, 83–90

Sunderland, Frank O., and Kane, Michael E. Measuring Productivity on a Value Basis, No. 4, 57–76

Trahant, Bill, and Burke, W. Warner. Creating a Change Reaction: How Understanding Organizational Dynamics Can Ease Reengineering, No. 4, 37–46

Uretsky, Mike. Making the Best of the New Technology, No. 3, 33–40

Vokurka, Robert T., Davis, Robert A., and Fast, Larry E. Improving Manufacturing Performance Through Scrap Reduction at Belden Wire and Cable Company, No. 4, 47–55

von Dran, Gisela M., Prybutok, Victor R., and Kappelman, Leon A. Arizona State University's Lesson in Creating Public-Sector Change Agents, No. 2, 17–22

Wilcox, Don C., Marcum, James W., Green, Rachael, and Withen,

Patrick W. Books and Articles in Brief, No. 3, 125–136
Willey, Raymond. Self-Assessments Spur Business Improvement at Merix Corporation, No. 4, 93–105
Withen, Patrick W., Marcum, James W., and Green, Rachael. Books and Articles in Brief, No. 2, 113–125
Withen, Patrick W., Marcum, James W., Green, Rachael, and Shaefer, Thomas E. Books and Articles in Brief, No. 4, 115–124
Withen, Patrick W., Wilcox, Don C., Marcum, James W., and Green, Rachael. Books and Articles in Brief, No. 3, 125–136
Womack, Larry. New—and Unimproved?—Corporate Integrity, No. 2, 1–6
Zueck, Paul, and Finley, Nancy. Teamwork Enhances Customer Satisfaction and Manufacturing Capability at Kent-Moore, No. 2, 101–106

ARTICLES

ADAPTIVE ENGINEERING

Using Adaptive Engineering to Implement Breakthrough Strategies, Martin M. Stein, No. 4, 15–24

ASSESSMENT

Measuring Productivity on a Value Basis, Frank O. Sunderland and Michael E. Kane, No. 4, 57–76
Self-Assessments Spur Business Improvement at Merix Corporation, Raymond Willey, No. 4, 93–105
Technology To Ease Team-Based Quality Assessments, Craig Kaplan, No. 3, 65–82

BOOKS REVIEWED

Fombrun, Charles J. Reputation: Realizing Value from the Corporate Image, No. 2, 107–112
Hammer, Michael. Beyond Reengineering: How the Process-Centered Organization Is Changing Our Work and Our Lives, No. 4, 107–113
Meyer, G.J. Executive Blues: Down and Out in Corporate America, No. 1, 111–118
Reichheld, Frederick F. The Loyalty Effect: The Hidden Force Behind Growth, Profits, and Lasting Value, No. 3, 117–124

CASE STUDIES

A Prescription for Enhancing Productivity at Bristol-Myers Squibb, Robert Stewart, No. 3, 83–90
Aligning Quality Improvement with Strategic Goals at ANA Hotel San Francisco, Jack Harl Allison and Mary Ann Byron, No. 2, 89–100
Arizona State University's Lesson in Creating Public-Sector Change Agents, Gisela M. von Dran, Victor R. Prybutok, and Leon A. Kappelman, No. 2, 17–22
Curing the Monday Blues: A U.S. Navy Guide for Structuring Cross-Functional Teams, Laurie P. O'Leary, No. 2, 43–52
The Evolution of a World-Class Factory at Harris Farinon, Douglas F. Carlberg, No. 4, 77–84
How the Deming Philosophy Transformed the Department of the Navy, Pamela J. Kidder and Bobbie Ryan, No. 3, 55–64
Improving Manufacturing Performance Through Scrap Reduction at Belden Wire and Cable Company, Robert T. Vokurka, Robert A. Davis, and Larry E. Fast, No. 4, 47–55
Managing a Sea of Quality Information at Ark-La-Tex Aquatics, Binshan Lin and Darrell Fite, No. 1, 79–86

The 100% Satisfaction Guarantee: Ensuring Quality at Hampton Inn, Jules Sowder, No. 2, 53–66
Profiting from Customer-Driven Quality at Amoco Corporation, Richard J. Buckles, No. 1, 63–78
Real-World Reengineering: Supporting Organizational Change at Premier Bank, T. Wood Parker, No. 2, 67–80
Reengineering Ryder To Meet Rising Customer Expectations, J. Ernie Riddle, No. 1, 51–62
Self-Assessments Spur Business Improvement at Merix Corporation, Raymond Willey, No. 4, 93–105
Teamwork Enhances Customer Satisfaction and Manufacturing Capability at Kent-Moore, Paul Zueck and Nancy Finley, No. 2, 101–106
"Winning Together" at AlliedSignal, Kathleen Mathis and Steven Berman, No. 2, 81–88

CHANGE AGENT
Arizona State University's Lesson in Creating Public-Sector Change Agents, Gisela M. von Dran, Victor R. Prybutok, and Leon A. Kappelman, No. 2, 17–22

CHANGE MANAGEMENT
How the Learning Organization Manages Change, Ronald J. Recardo, Kathleen Molloy, and James Pellegrino, No. 1, 7–14
Using Competency Alignment To Shape, Drive, and Sustain Change Efforts, Nicholas F. Horney and Richard Koonce, No. 3, 41–54

COMMUNICATION
The Role of Nonverbal Communications in Quality Improvement, Stephanie Martin, No. 1, 27–40

CROSS-FUNCTIONAL TEAMS
Curing the Monday Blues: A U.S. Navy Guide for Structuring Cross-Functional Teams, Laurie P. O'Leary, No. 2, 43–52

CUSTOMER-DRIVEN QUALITY
Profiting from Customer-Driven Quality at Amoco Corporation, Richard J. Buckles, No. 1, 63–78

FEATURES
Book Review/The Downside of Downsizing, Earle Hitchner, No. 1, 111–118
Book Review/Loyalists, Unite!, Earle Hitchner, No. 3, 117–124
Book Review/Putting Process First, Earle Hitchner, No. 4, 107–113
Book Review/What's in a Name? Everything, Earle Hitchner, No. 2, 107–112
Books and Articles in Brief/James W. Marcum, Rachael Green, and Patrick W. Withen, No. 2, 113–125
Books and Articles in Brief/James W. Marcum, Rachael Green, Patrick W. Withen, and Don C. Wilcox, No. 3, 125–136
Books and Articles in Brief/James W. Marcum, Rachael Green, Thomas E. Shaefer, and Patrick W. Withen, No. 4, 115–124
Books and Articles in Brief/James W. Marcum, Rachel Green, and Mark Fisch, No. 1, 119–132
A Point of View/Deming's Real Legacy: An Easier Way To Manage Knowledge, Marta Mooney, No. 3, 1–8
A Point of View/Do You Really Need a Team?, Laurie P. O'Leary, No. 4, 1–5
A Point of View/New—and Unimproved?—Corporate Integrity, Larry Womack, No. 2, 1–6
A Point of View/TQM—The Public

Sector Challenge, Eric E. Anschutz, No. 1, 1–6

HOSHIN MANAGEMENT
Navigating Organizational Waters with Hoshin Planning, Michele L. Bechtell, No. 2, 23–42

INFORMATION MANAGEMENT
Managing a Sea of Quality Information at Ark-La-Tex Aquatics, Binshan Lin and Darrell Fite, No. 1, 79–86

MEASUREMENT
Measuring Productivity on a Value Basis, Frank O. Sunderland and Michael E. Kane, No. 4, 57–76

PARTNERING
Government Savings through Partnering: A Federal Lands Highway Initiative, David S. Bushnell and William S. Cross, No. 1, 41–50

PERFORMANCE MANAGEMENT
Performance Management: The Foundation for a High-Performance Organization, Stanley L. Bulger, No. 1, 101–110

QUALITY ASSURANCE
The 100% Satisfaction Guarantee: Ensuring Quality at Hampton Inn, Jules Sowder, No. 2, 53–66

QUALITY AWARD PROGRAM
The Pros and Cons of Participating in a Quality Award Program, Arie Halachmi, No. 1, 87–100

QUALITY IMPROVEMENT
Aligning Quality Improvement with Strategic Goals at ANA Hotel San Francisco, Jack Harl Allison and Mary Ann Byron, No. 2, 89–100
The Role of Nonverbal Communications in Quality Improvement, Stephanie Martin, No. 1, 27–40

REENGINEERING
Business Process Reengineering in the Public Sector: Trying To Get Another Frog To Fly?, Arie Halachmi, No. 3, 9–18
Creating a Change Reaction: How Understanding Organizational Dynamics Can Ease Reengineering, Bill Trahant and W. Warner Burke, No. 4, 37–46
Putting the Engine into Reengineering, Elaine M. Mandrish and Robert H. Schaffer, No. 2, 7–16
Real-World Reengineering: Supporting Organizational Change at Premier Bank, T. Wood Parker, No. 2, 67–80
Reengineering: Starting with a Dirty Sheet of Paper, Susan Lemons and Steven E. Crom, No. 1, 15–26
Reengineering Ryder To Meet Rising Customer Expectations, J. Ernie Riddle, No. 1, 51–62

TEAMS
How To Get the Most from Team Training, George W. Bohlander and Kathy McCarthy, No. 4, 25–35
The Power of Empowered Teams, Bob Carroll, No. 4, 85–92
Team Traps: What They Are, How To Avoid Them, Steven R. Rayner, No. 3, 101–116

TEAMWORK
Teamwork Enhances Customer Satisfaction and Manufacturing Capability at Kent-Moore, Paul Zueck and Nancy Finley, No. 2, 101–106

TECHNOLOGY
Facing Reality in Virtual Factory,

Kathleen A. Henning, No. 4, 7–14
Making the Best of the New Technology, Mike Uretsky, No. 3, 33–40
Technology To Ease Team-Based Quality Assessments, Craig Kaplan, No. 3, 65–82

TOTAL QUALITY MANAGEMENT
Do Americans Have Their Minds Set Against TQM?, William A. Hubiak and Susan Jones O'Donnell, No. 3, 19–32

TRAINING
Assessing the Impact of Training Programs on the Bottom Line, Charles Benabou, No. 3, 91–100
How To Get the Most from Team Training, George W. Bohlander and Kathy McCarthy, No. 4, 25–35